Infrastructure

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[original signed]

Ty Lund, *Minister of Infrastructure*
March 4, 2002

VISION

Alberta will benefit from proactive planning and effective partnerships that provide efficient and sustainable infrastructure for the government and other public organizations.

MISSION

To enhance Albertan's quality of life and economic prosperity through the provision of effective infrastructure and services.

VALUES

We believe in:

- informed and transparent decision-making;
- collaboration;
- communication and teamwork;
- continuous improvement;
- innovation; and
- continuous learning.

CORE BUSINESSES

1. Ensure efficient planning, design, construction, rehabilitation, operation, maintenance, and land management of government-owned infrastructure.
2. Through innovative partnerships, ensure efficient planning, design, construction, rehabilitation, operation and maintenance of supported infrastructure to meet the overall needs of Albertans, including health care, learning and community service facilities, and seniors' lodges.
3. Manage central services to all government departments including accommodation requirements, property acquisition and disposal, air transportation and government fleet operations, procurement of supplies, disposal of surplus material, and representing Alberta's interest in trade agreements impacting procurement.

OUR STRATEGIC DIRECTION

Alberta's schools and post-secondary institutions, health facilities, seniors lodges, and cultural and government facilities are all aging. They must be adequately maintained to ensure the long-term viability of these valuable assets. If proper ongoing and preventative maintenance is not done in a timely fashion, the costs of maintaining the buildings increase, the overall respect for the facilities declines, and the ultimate costs to repair or replace the infrastructure become substantially more. Faced with the current fiscal realities, Alberta Infrastructure remains committed to protecting taxpayer investment in building infrastructure and to the provision of basic maintenance needs, which will be the primary focus of the business plan funding.

The ongoing need to maintain the facilities will be balanced with the need to expand existing facilities and build new facilities to support economic and population growth. In this business plan, priority has been given to completing those expansion projects that are underway, and to new projects where construction has commenced and funding has been provided. When additional funding becomes available in future years, commencement of other new priority projects will be considered.

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FACTORS IMPACTING ALBERTA'S INFRASTRUCTURE

ECONOMIC

- Need for improved flexibility in design and usage to enable the development of multi-purpose facilities and achieve maximum value over the life cycle of the infrastructure.
- Fluctuations in world energy markets impact the provincial revenue and result in reduced infrastructure spending.

AGING INFRASTRUCTURE

- Existing building infrastructure is aging and in need of reinvestment.
- Ongoing and preventative maintenance requirements exceed budgets available. Delays in undertaking maintenance will result in the need to replace infrastructure rather than renovate, at a significantly higher cost to the taxpayer.

SOCIETY

- A larger number of seniors are seeki : accommodations more appropriate for their needs.
- Demand for improved accessibility for persons with disabilities.
- The "baby boomer" generation is approaching retirement.
- A shortage of trades people and professionals exists in both industry and government resulting in increased labour costs for infrastructure projects.

TECHNOLOGY

- Demand for new technologies (e.g. magnetic resonance imaging) impacts building design standards for health facilities, schools and post-secondary institutions.

GROWTH

- Increased growth in urban areas is creating a demand for multi-purpose facilities and alternative funding options (e.g. public-private partnerships or public-public partnerships).
- Population growth in new urban developments and reduced populations in rural and inner city areas is creating a mismatch between supply and demand for schools.
- Increased enrolment in post-secondary education and the demand for life-long learning requires supporting infrastructure.
- Economic growth and expansion of Alberta's research base is creating infrastructure demands.

ENVIRONMENT

- Enhanced federal and provincial standards impact the cost of land reclamation and the need for environmental impact assessments.
- Increased focus on indoor air quality and healthy workplace environments.
- Environmental concerns and high energy costs increase the demand for energy efficiency in government buildings.

GOALS AND STRATEGIES

Supports Government Business Plan goals:

11. Alberta will have effective and efficient infrastructure

12. Alberta will have a financially stable, open and accountable government.

GOAL 1: Enhance Planning and Management of Government-owned Infrastructure

(Supports Ministry Core Business 1)

KEY OBJECTIVES	KEY STRATEGIES
• Support the cross-ministry Capital Planning Initiative.	• Implement effective, independently verifiable, comparable Infrastructure Management Systems (IMS) and common key performance measures for owned infrastructure to improve planning and priority setting. • Implement a priority-rating scheme for all capital projects to use as a budgetary tool and to integrate proposals from all program areas based on cross-government priorities. • Develop a policy framework and guidelines for alternate service delivery options such as public-private partnerships and public-public partnerships. • Develop measurement tools for analysis and tracking of deferred maintenance projects in owned and supported infrastructure. • In partnership with key ministries and partners, develop a mechanism (e.g., long-term capital plans) for identifying and managing stable, long-term funding requirements for owned and supported infrastructure.
• Ensure a safe and healthy environment in government owned and leased facilities.	• In support of the Ministerial Task Force on Security, work with other government ministries, public and private sector organizations and stakeholders to undertake a comprehensive review and develop and implement safety plans for owned and leased building infrastructure. • Work with other ministries and stakeholders to establish and monitor indoor air quality and environmental standards. Audit facilities and take appropriate action to comply with standards. • In 2002-03, initiate an environmental quality assurance plan, the International Standards Organization ISO 14001, to be applied to appropriate construction, renovation, demolition and site remediation projects.
• Continue effective planning and project implementation to support government programs.	• Define and implement a strategy to address the needs of the court facilities in Calgary. • With the Alberta Corporate Services Centre and government program areas, define roles and ensure client accommodation needs and capital plans are well represented. • Work with the Children and Youth Services Initiative to accommodate service delivery needs. • Work with other ministries to provide service delivery accommodations to achieve their business plans (e.g. service delivery within Human Resources and Employment).
• Manage the Swan Hills Treatment Centre and develop and implement a long-term strategy for the facility.	• Develop alternative operating strategies for the long-term operation of the Swan Hills Treatment Centre. • Develop a request for proposals to acquire a contract operator for the facility. • Implement the approved long-term plan for operation of the Swan Hills Treatment Centre.

KEY OBJECTIVES	KEY STRATEGIES
• Support accessibility needs.	• Ensure accessibility for seniors and persons with disabilities is fully considered in the design standards, policies, programs and services of the ministry.
• Support climate change initiatives.	• Continue to support Alberta's climate change process to reduce power consumption and improve the energy efficiency and sustainability of building infrastructure.
• Administer the Natural Gas Price Protection Programs.	• In collaboration with Alberta Energy, establish processes to implement, as needed, the Natural Gas Price Protection Program to shield Albertans from high energy costs.

Supports Government Business Plan goals:

3. *Alberta students will excel.*
5. *Albertans unable to provide for their basic needs will receive help.*
11. *Alberta will have effective and efficient infrastructure.*
12. *Alberta will have a financially stable, open and accountable government.*

GOAL 2: Work with Partners to Provide Quality Building Infrastructure
(Supports Ministry Core Business 2)

KEY OBJECTIVES	KEY STRATEGIES

• Ensure effective planning and management of learning facility capital projects.	• With stakeholders, develop an action plan resulting from the December 2001 "Minister's Symposium on Schools - Learning Facilities For Tomorrow's Communities." The symposium and follow-up initiatives will address three themes:
	  • Alternative Procurement Opportunities;
	  • Sustainable Development; and
	  • Functionality and Utilization.
	• Continue to implement the New Century Schools Plan.

• Provide for effective and efficient operation and maintenance of schools.	• Work with Alberta Learning and stakeholders to develop a funding model for the operation and maintenance of schools. • Ensure ongoing effectiveness by monitoring operations and maintenance, and through provision of advice to school boards. • Work with Alberta Learning and school boards to develop a facility audit program to enhance the prioritization of project funding and ensure the best use of available funds.
• Provide funding and support for the construction and upgrading of health facilities and seniors' lodges.	• With Alberta Health and Wellness, provide funds and support to regional health authorities for updating and expansion of existing health facilities and acute and long-term care facilities. • Actively support the cross-ministry Health Sustainability Initiative by assisting health authorities in improving the integration of long-term capital and health care planning. • Complete the province-wide upgrading of 121 seniors' lodges by 2004-05, and, on behalf of lodge foundations, continue to manage projects outside the scope of the Lodge Upgrading Program.

KEY OBJECTIVES	KEY STRATEGIES
• Rationalize the ministry's contracting requirements for supported infrastructure.	• Review all regulations, policies, and project management services and develop best practices governing the contracting activities of supported infrastructure programs. • With stakeholder input, develop standardized contracting guidelines applicable to supported building infrastructure programs and projects.

GOAL 3: Increase the Effectiveness and Efficiency of Central Government Services
(Supports Ministry Core Business 3)

Supports Government Business Plan goals:
11. Alberta will have effective and efficient infrastructure.
12. Alberta will have a financially stable, open and accountable government.

KEY OBJECTIVES	KEY STRATEGIES
• Ensure effective use of infrastructure.	• Work with other ministries on their program accommodation needs and minimize overall government accommodation costs. • By the end of 2002-03, sell or divest a further $30 million of surplus and underutilized properties, toward completing the total three-year sales target of $100 million. • Continue to participate in a benchmarking survey with other government jurisdictions and the private sector, which compares building operating costs. Data is used as one of the tools to identify whether operational changes are required.
• Provide efficient, cost-effective and timely procurement services to the public sector.	• Raise the level of awareness and understanding by Alberta businesses, the municipalities, academia, schools, hospitals (MASH) sector and government ministries, of procurement obligations covered by the Agreement on Internal Trade. • Continue to promote access by Alberta businesses to public sector procurement opportunities. • Continue to explore opportunities to enhance and streamline cross-government procurement processes.
• Manage safe, reliable and cost-effective government transportation services.	• Ensure government aircraft are allocated according to established priorities. • Manage leased and owned government vehicle fleets to ensure ministries and government boards and agencies have prompt and efficient access to vehicles as required.

Supports Government Business Plan goals:

8. *Alberta's workforce will be skilled and productive.*
11. *Alberta will have effective and efficient infrastructure.*
12. *Alberta will have a financially stable, open and accountable government.*

GOAL 4: Ensure A Value-Added Organization
(Supports all Ministry Core Businesses)

KEY OBJECTIVES	KEY STRATEGIES
• Improve services to clients.	• Streamline and improve systems and processes and simplify program administration to support the reorganization of the ministry and foster greater communications with our partners and stakeholders. • Carry out pre-implementation meetings with clients on all major projects to explain processes, timelines, roles and responsibilities. As well, undertake post-implementation meetings to evaluate project design and implemenation processes, functionality of facility, the performance of contractors and consultants working on behalf of the ministry, and value for money. • Improve the Ministry's website with provisions for client feedback, the sharing of information on new initiatives, and who to contact for specific technical information (ministry experts).

• Implement the Human Resource Plan.	• Effectively manage human resource needs by implementing key strategies in the Human Resources Plan, such as:
	  • Developing and implementing a leadership continuity plan;
	  • Participating in the new Corporate Executive Development Program;
	  • Expanding opportunities for coaching and mentoring; and
	  • Enhancing cross-training and developmental assignments.

• Expand efforts to attract and retain staff.	• Continue to work with industry and educational institutions to attract, train and develop members of the construction and consulting industries and the public service, through initiatives such as the Buildings Career Development Program, Internship Program and Mentoring Program. • Continue with learning and training initiatives, including the Learning Account Program, and learning plans and performance contracts for all employees. • Continue to enhance internal communication through regular updates on new and existing initiatives, planning sessions with managers and staff, and various other tools. • Increase employee knowledge of the ministry's business plan goals and strategies through strategic planning sessions and involvement in business plan development. • Encourage and support the Alberta Infrastructure Wellness at Work Team to promote physical and mental well being of employees, improve working relationships, and enhance the corporate image of the ministry. In partnership with Alberta Transportation, continue to implement the joint Rewards and Recognition Program.
• Establish a Business Resumption Plan.	• Develop and test a Business Resumption Plan to address key departmental services in response to disasters or major emergencies.

KEY OBJECTIVES	KEY STRATEGIES
• Contribute to cross-ministry initiatives.	• Actively participate in key government policy and administrative initiatives such as the Health Sustainability Initiative, the Alberta Children and Youth Initiative and the Alberta One-Window Initiative. • Partner with Alberta Transportation in sharing strategic corporate services such as human resources, finance, information technology, and business and legislative services, as well as the management and delivery of common services such as tender administration, Contracts Review Committee and *Freedom of Information and Protection of Privacy Act*. • Continue to work with the Alberta Corporate Services Centre (ACSC), to ensure efficient management of financial, human resource and information technology functions.

PERFORMANCE MEASURES

GOAL #1 MEASURES

Energy Consumption Per Square Metre

This measure shows the average energy consumption in owned and operated facilities over 12 months, and is an indicator of how efficiently energy is being used by the facilities. The results are calculated by converting the actual energy consumption for gas and power into one common unit of measure (megajoules), which is adjusted for weather variations and divided by the total gross square metres of all owned facilities. The conversion to megajoules and weather variation adjustments allows for annual comparisons of consumption.

	Results	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Energy consumption in owned and operated facilities (megajoules per m^2)	1,779	1,779	1,779	1,775	1,775

Physical Condition, Utilization and Functional Adequacy of Building Infrastructure

The Capital Planning Initiative Report of March 2000 identified three long-term performance measures to be used across government to report on the management of physical infrastructure, whether it is owned or supported by government.

Physical Condition: the percentage of building infrastructure rated as *good*, *fair* or *poor*, using the following three-point rating scale for building infrastructure:

Good: adequate for intended use and expected to provide continued service life with average maintenance.

Fair: components are aging, near the end of their life cycle, and require additional expenditures for renewal or refurbishing.

Poor: requires upgrading to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

Utilization: the percentage of physical infrastructure for which the utilization level is within targeted capacity; and

Functional Adequacy: the percentage of physical infrastructure that provides acceptable functional service.

These performance measures are used in decisions to reconstruct, rehabilitate, maintain or dispose of infrastructure. Alberta Infrastructure's objective, in concert with various stakeholders, is to ensure that those facilities rated as *poor* are reduced and those facilities rated as *good* or *fair* do not deteriorate to a less favourable level.

Physical Condition of Ministry Owned and Operated Facilities

This measure is defined as the percentage of ministry owned and operated facilities that are rated as being in *good*, *fair*, or *poor* condition. The condition of the facilities is based on a condition survey undertaken by ministry staff and consultants using a comprehensive building evaluation tool. A nine-point scale is used to determine the condition of a facility, with one to three rated as *poor*, four to six rated as *fair* and seven to nine rated as *good*.

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of ministry owned and operated facilities replacement value, rated in *Good* condition	57%	56%	55%	54%
Percentage of ministry owned and operated facilities replacement value, rated in *Fair* condition	40%	41%	42%	43%
Percentage of ministry owned and operated facilities replacement value, rated in *Poor* condition	3%	3%	3%	3%

Note: Targets are based on current funding levels. This measure currently excludes buildings under 1,000 gross square metres. Within the term of this business plan, all (including those under 1,000 square metres) ministry-owned and operated buildings will have condition ratings and will be included in future business plans. The targets may be adjusted accordingly.

Utilization of Ministry Owned and Operated Facilities

This measure is defined as the percentage of ministry owned and operated facilities over 1,000 gross square metres utilized within targeted capacity. Targeted capacity is dependent on government long-term needs and market conditions. Utilization rate is the ratio of space allocated for required programs to total usable space. Facilities with a utilization rate between 85 percent and 100 percent are within target capacity.

Data used in this measure includes space used by quasi-government organizations that provide programs and services to communities and the public. The efficient utilization of ministry owned and operated facilities is a shared responsibility between the ministry or government organization that occupies the building, and Alberta Infrastructure.

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of facilities meeting target criteria for utilization	89%	89%	89%	89%

Functional Adequacy of Ministry Owned and Operated Facilities

This measure is defined as the percentage of ministry owned and operated facilities over 1,000 gross square metres providing acceptable functional service. Facilities that meet current or anticipated functional program requirements are rated as acceptable.

Functional adequacy takes into account the capacity to support the delivery of programs and to accommodate functions, as well as the suitability of the location. Functional adequacy is also a key factor considered in capital decision making. Functional adequacy of a building, as a whole, is based on general criteria and the expertise and assessment by Infrastructure staff in consultation with program departments.

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of facilities meeting target criteria for functional adequacy	79%	79%	79%	79%

GOAL #2 MEASURES

Physical Condition of Health Facilities Supported by Alberta Infrastructure

Health facility physical condition is expressed in terms of a condition facility index, which is defined as a ratio of cost to correct existing deficiencies to the current facility replacement value. The physical condition of health facilities is based on an audit of facilities conducted by professional consultants, verified by the regional health authority and Alberta Infrastructure. A facility is in *good* condition if the facility condition index (FCI) rating is less than 5 percent; is in *fair* condition if the FCI rating is between 5 and 10 percent; and is in *poor* condition if the FCI rating is greater than 10 percent.

	Baseline Data	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of health facilities rated in *Good* condition	55%	57%	60%	64%
Percentage of health facilities rated in *Fair* condition	37%	35%	33%	30%
Percentage of health facilities rated in *Poor* condition	8%	8%	7%	6%

Note: During the term of this business plan, the ministry will develop measures and supporting data for the utilization and functional adequacy of health facilities supported by Alberta Infrastructure.

Physical Condition of School Facilities (Kindergarten to Grade 12)

This measure is defined as the percentage of school facilities that are in *good*, *fair*, or *poor* condition, based on the number and type of physical deficiencies. The condition of school facilities is the joint responsibility of the school boards and Alberta Infrastructure.

The baseline data used in this measure was developed as a result of audits of the 1,463 school facilities owned by the school boards and funded by Alberta Infrastructure. The criteria that determine the condition of school facilities are based on a non-weighted point scoring system. Facilities with a point rating of between 0 to 399 are in *good* condition; those with 400 to 799 points are in *fair* condition; and those with 800 or more points are considered to be in *poor* condition.

	Baseline Data	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of school facilities rated in *Good* condition	47%	50%	53%	56%
Percentage of school facilities rated in *Fair* condition	44%	42%	40%	39%
Percentage of school facilities rated in *Poor* condition	9%	8%	7%	5%

Utilization of School Facilities (Kindergarten to Grade 12)

This measure expresses student enrolments as a percentage of school building capacity. Student enrolments are based on student data as of September 30, provided annually by Alberta Learning. The capacity of a school building is based on an allowance of building area per student, established for elementary, junior high and high school students. The allowance is adjusted for special needs students as they require more space than mainstream students. For high schools built before 1990, building capacity is based on a formula identifying the number of classrooms in the building at 25 students per classroom.

	Baseline January	Target	Business Plan Targets		
	2001	2001-02	2002-03	2003-04	2004-05
Provincial Utilization Rate	76%	76%	76%	76%	72%

Note: During the term of this business plan, the ministry will develop a measure for functional adequacy of supported school facilities.

Physical Condition of Post-Secondary Facilities

This measure is defined as the percentage of supported post-secondary facilities that are rated as being in *good*, *fair*, or *poor* condition. The condition of post-secondary facilities is the joint responsibility of the boards of the institutions and Alberta Infrastructure.

Post-secondary facilities are rated using the Facility Condition Index. The index is a ratio that compares the total cost of deficiencies to the replacement value of the facility. Deficiencies that require attention within the next five years are included.

	Baseline	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of post-secondary facilities rated in *Good* condition	47%	47%	45%	45%
Percentage of post-secondary facilities rated in *Fair* condition	45%	45%	46%	46%
Percentage of post-secondary facilities rated in *Poor* condition	8%	8%	9%	9%

Note: During the term of this business plan, the ministry will develop measures and supporting data for the utilization and functional adequacy of post-secondary facilities supported by Alberta Infrastructure.

Number of Seniors' Lodges Upgraded

This measure is calculated by determining the number of seniors' lodges for which upgrading is complete. The data represents the cumulative number of lodges upgraded. A total of 121 lodges were originally selected for upgrading. Once all the upgrades are completed, this program will conclude.

	Results	Target	Business Plan Targets		
	2000 -01	2001-02	2002-03	2003-04	2004-05
Number of seniors' lodges upgraded	91	105	115	119	121

Operation and Maintenance of Schools

During the term of this business plan, the ministry will develop measures and supporting data for the operation and maintenance of school facilities supported by Alberta Infrastructure.

GOAL #3 MEASURE

Operating Cost Per Square Metre

The measure compares the average annual operating cost per square metre of all Alberta Infrastructure owned and operated office buildings to the industry average. The industry average will be determined using the results of a national survey undertaken every two years. Information on comparable office buildings operated in Alberta, by both the public and private sectors, will be extrapolated from the national survey data. For those years where no survey is undertaken, the results from the prior year will be used and adjusted for variances in associated costs.

	Results	Target	Business Plan Targets		
	2000 -01	2001-02	2002-03	2003-04	2004-05
Average operating cost per m^2 of all office buildings owned and operated by Alberta Infrastructure	$72.66	Ministry target for each year is to not exceed the annual industry average.			
Results of industry survey (for comparison purposes only)	$98.31				

Note: Alberta Infrastructure's targeted operating costs per square metre were lower in 2001-02 than the industry average due to the fact that, in government buildings, deferred and ongoing maintenance has not been undertaken at optimum levels resulting in a backlog of maintenance required. As well, there are differences in service levels between government and private sector buildings, such as the frequency of caretaking.

GOAL #4 MEASURES

Employees' Understanding of the Business Plan

Using the government-wide Core Measures Survey, this measure is defined as the percentage of Alberta Infrastructure employees who understand how their work contributes to the ministry's business plan.

	Results	Target	Business Plan Targets		
	2000 -01	2001-02	2002-03	2003-04	2004-05
Percentage of Alberta Infrastructure employees who understand how their work contributes to the ministry's business plan	85%	85%	85%	85%	85%
Percentage of Alberta Government employees who understand how their work contributes to their ministries' business plan (for comparison purposes only)	78%	80%	Government targets not available.		

Note: The results for 2000-01 include the combined results of what is now Alberta Transportation and Alberta Infrastructure. Targets will be re-evaluated once data is available for 2001-02 for Alberta Infrastructure.

Client Satisfaction Survey

This measure is based on a written survey of direct clients (organizations interacting directly with Alberta Infrastructure staff) who are asked to rate the services provided by ministry staff provided during the calendar year according to eight service qualities for specific service areas. These service qualities are rated according to a six-point scale, with 1 being very unsatisfied and 6 being very satisfied. In 2000-01, the Ministry of Infrastructure rated at 4.4, which falls between somewhat satisfied and satisfied.

	Results	Target	Business Plan Targets		
	2000	2001	2002	2003	2004
Average rating for overall quality of service	4.4	4.4	4.5	4.6	4.7

Note: The first annual survey was undertaken in early 2001 when the Ministries of Transportation and Infrastructure were one ministry. As the ministries were separated in March 2001, the survey is being revised. The baseline data collected from the previous survey will be used as an indicator for internal purposes rather than actually forming a baseline for this measure. Targets will be adjusted once new baseline data is available.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Operate and Maintain Government Owned Infrastructure	159,362	176,997	195,109	205,842	187,592	186,292
Support Health Care, Learning and Community Service Facilities and Seniors' Lodges	1,692,191	2,779,862	1,952,762	492,862	638,921	556,921
Manage Cross-Government Services	122,187	131,525	121,911	135,495	139,907	142,007
MINISTRY EXPENSE	1,973,740	3,088,384	2,269,782	834,199	966,420	885,220
CAPITAL INVESTMENT						
Core Business						
Operate and Maintain Government Owned Infrastructure	1,880	18,023	12,123	4,423	5,176	2,176
Manage Cross-Government Services	25,377	34,007	31,707	8,587	16,210	16,210
MINISTRY CAPITAL INVESTMENT	27,257	52,030	43,830	13,010	21,386	18,386

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	260,000	345,000	345,000	105,000	220,000	170,000
Investment Income	5,529	4,300	4,300	4,000	4,000	4,000
Premiums, Fees and Licences	2,533	2,000	2,000	2,000	2,000	2,000
Other Revenue	26,552	25,160	76,560	31,545	31,245	30,163
MINISTRY REVENUE	294,614	376,460	427,860	142,545	257,245	206,163
EXPENSE						
Program						
Health Care Facilities	280,362	870,100	437,883	59,200	113,000	65,800
School Facilities	230,071	705,030	660,502	58,530	140,030	104,830
School Operations and Maintenance	291,318	312,629	312,629	323,743	331,543	329,543
Post-Secondary Facilities	64,136	255,700	292,850	16,400	24,800	28,800
Government Facilities	9,937	9,675	10,008	9,675	9,675	9,675
Seniors' Lodges	15,856	17,100	20,500	12,242	6,600	5,000
Capital and Accommodation Projects	18,840	13,945	5,275	14,865	18,265	19,565
Centennial Projects	-	1,400	3,415	5,000	1,000	-
Property Operations	102,518	96,730	106,730	115,629	116,386	116,086
Leases	74,103	82,370	82,370	84,370	85,170	85,970
Swan Hills Treatment Plant	5,874	20,000	26,000	26,000	11,000	11,000
Other Infrastructure Support	1,612	2,230	2,230	2,230	2,230	2,230
Cross-Government Services	10,238	11,630	11,470	12,002	12,194	12,194
Support Services	34,609	32,685	30,760	35,153	35,367	35,367
Energy Rebates	789,789	598,000	208,000	-	-	-
Amortization	42,537	51,560	51,560	51,560	51,560	51,560
Nominal Sum Disposals	660	5,000	5,000	5,000	5,000	5,000
Consumption of Inventories	892	2,500	2,500	2,500	2,500	2,500
Valuation Adjustments and Other Provisions	388	100	100	100	100	100
MINISTRY EXPENSE	1,973,740	3,088,384	2,269,782	834,199	966,420	885,220
Gain (Loss) on Disposal of Capital Assets	11,204	-	-	-	-	-
NET OPERATING RESULT	(1,667,922)	(2,711,924)	(1,841,922)	(691,654)	(709,175)	(679,057)

CAPITAL INVESTMENT

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Program						
Land Services	16,640	18,300	8,300	3,300	8,300	8,300
Capital and Accommodation Projects	5,386	13,920	21,820	4,000	6,000	6,000
Swan Hills Treatment Plant	1,155	-	2,000	2,000	2,000	2,000
Other Infrastructure Support	313	-	-	-	-	-
Centennial Projects	-	17,900	10,000	2,300	3,000	-
Support Services	2,416	410	410	410	586	586
Cross-Government Services	1,347	1,500	1,300	1,000	1,500	1,500
CAPITAL INVESTMENT	27,257	52,030	43,830	13,010	21,386	18,386

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	294,614	376,460	427,860	142,545	257,245	206,163
Inter-ministry consolidation adjustments	(267,659)	(352,470)	(352,470)	(112,470)	(227,470)	(177,470)
Consolidated Revenue	26,955	23,990	75,390	30,075	29,775	28,693
Ministry Program Expense	1,973,740	3,088,384	2,269,782	834,199	966,420	885,220
Inter-ministry consolidation adjustments	(8,319)	(12,470)	(12,470)	(12,470)	(12,470)	(12,470)
Consolidated Program Expense	**1,965,421**	**3,075,914**	**2,257,312**	**821,729**	**953,950**	**872,750**
Gain (Loss) on Disposal of Capital Assets	11,204	-	-	-	-	-
Inter-ministry consolidation adjustments	(660)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
CONSOLIDATED NET OPERATING RESULT	(1,927,922)	(3,056,924)	(2,186,922)	(796,654)	(929,175)	(849,057)